

22 November 1988

MEMORANDUM FOR: Deputy Director for Administration

FROM: [REDACTED]

Director of Training and Education


SUBJECT: Weekly Report


\* 1. On November 17, Dick Lehman, retired DI officer and former NIC Director, spoke to some dozen senior SIS officers at the Office of Training and Education's (OTE) seminar on "The Presidential Transition: Lessons from the Past." His remarks included recollections and personal experiences on the CIA role in the transition from 1952 up through the Carter-Reagan transition of 1980. Mr. Lehman also recalled several aspects of President-elect Bush's directorship of the Agency which might have a bearing on the future. The DDO was among the participants, who also included six office directors. [REDACTED]

3. Professor Karen Dawisha of the University of Maryland spoke to OTE's Soviet Foreign Policy Block on "Soviet Relations with Eastern Europe" on 21 November. One of the main points Professor Dawisha argued is that Gorbachev is convinced of the need for political and economic reform in Eastern Europe to defend and validate socialism. However, this issue of reform poses a dilemma for the Soviet Union. The failure of reform would increase corruption, inefficiency, and a deterioration of Eastern Europe stability; successful reform could reduce Soviet influence and security. [REDACTED]

SECRET

SUBJECT: Weekly Report

25X1 5. Katharine Graham, chairman of the Washington Post Company, spoke  
25X1 to a packed auditorium on 16 November under the auspices of OTE's Guest  
Speaker series. Speaking on the topic, "Secrecy and the Press," she made  
an articulate, nonpolemical case for the media that stimulated a  
thoughtful discussion in the question-and-answer period. 



21 November 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [REDACTED]

Chief, Leadership Development Division  
Office of Training and Education

25X1 SUBJECT: LDD Weekly Report [REDACTED]

HIGHLIGHTS

\* 1 { On Thursday evening, November 17, Dick Lehman, retired DI officer and former NIC Director, spoke to some dozen senior SIS officers on presidential transitions. His remarks included recollections and personal experiences on the CIA role in the transition from 1952 up through the Carter-Reagan transition of 1980. <sup>Mr. Lehman</sup> Dick also recalled several aspects of President-elect Bush's directorship of the Agency which might have a bearing on the future. <sup>The DDO</sup> Dick Stolz was among the dozen or so participants, who included 6 office directors. [REDACTED]

25X1 [REDACTED] have already called to attend the Afghanistan  
25X1 "Critical Issues" seminar scheduled for 7 December. We will seek to arrange a  
25X1 second session to accommodate this widespread interest. [REDACTED]

LDD ACTIVITIES

25X1 On 17 November 1988, [REDACTED] attended a meeting of the DA Taskforce on Personnel Management in response to their request for information on management training. We stressed that an expansion of OTE's training services to the DA would depend on increased staff availability, more money and DA managerial involvement in and commitment to OTE's efforts. The taskforce raised several interesting questions:

- Is there a need for a management for managers course?
- Is there a place in Managing in CIA to distribute the DA Personnel Management Handbook?
- Are the managers learning anything and if so is it being reinforced back home?
- What effect will the phasing out of OC's project Groom have on management training?

25X1 The taskforce indicated they probably would recommend a mandatory counselling skills course for DA managers [REDACTED]

25X1 [REDACTED]

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*Seminar - The Presidential Transition:  
Lehman from the Past*

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25X1 SUBJECT: LDD Weekly Report [ ]

25X1 [ ] a  
division chief in DI/OIR, as well as with ITD personnel, to discuss a workshop  
for DI managers on the hiring process. ITD and LDD will work jointly to develop  
25X1 a design for DI review. [ ]

MTB ACTIVITIES

25X1 On 16 November, [ ] conducted a Performance Appraisal Workshop for  
the Office of Logistics. The workshop went quite well with the students rating  
it an overall 4.6. Comments included, "Essential to supervisors, new and  
veteran...", and "as a brand new supervisor this workshop has been very useful.  
Also, as an employee I have learned what to look for on my next par." This  
25X1 workshop was one of several MTB is conducting for OL as part of their new  
"Supervisors in OL" course. The next one is scheduled for 7 December. [ ]

25X1 On 16-18 November, [ ] attended a seminar on computer based  
training and interactive video put on by The Battelle Memorial Institute. The  
seminar covered a range of topics including: research on CBT and IVD,  
instructional design, message design, technical aspects, authorizing systems,  
adapting existing footage to interactive video, and managing and interactive  
videodisc project. The seminar was well conducted and was quite informative.  
25X1 The workbook contains much useful information and has a valuable listings of  
resources and references. [ ]

25X1 For the first time, Decision-making/Problem solving for Managers, was held  
[ ] on 14-16 November. Seventeen students attended and gave the course an  
overall average of 3.93 out of a possible 5.0. Dr. Robert Velk got 4.6 for  
instructor effectiveness. As usual, the student's critiques indicated that the  
course was too intense and covered too many concepts for a three-day period. We  
had hoped that holding it offsite would correct this problem since night  
sessions and office interruptions could be minimized. We still feel this is  
possible. Next time we hold it offsite, we want to have the students arrive on  
25X1 Sunday to be ready to start class at 8:00 on Monday. [ ]

25X1 On 18 November, 1988 Stress Management for Managers, was held for eighteen  
students from all four directorates. Students reacted very positively to the  
both the content and the instructor's effective presentation, giving the course  
an overall average rating of 4.4. An EAP representative gave a short briefing  
25X1 to this group about the Agency program. [ ] of OMS attended this  
running to see what was being covered.

25X1 MTB received the expected bids from two companies on the RFP for Looking  
Glass. Initial evaluation suggests the need for requesting clarification and  
25X1 elaboration from both bidders before making a final decision. [ ] the  
COTR for the contract, is working with OL on the selection process [ ]

25X1 [ ] met with [ ] on  
25X1 Thursday, November 17 to discuss the continuing renovations [ ] We  
provided her with additional renovation ideas from the perspective of  
25X1 instructors who frequently use this building. [ ]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 [redacted] an independent contractor met with members of MTB on Friday, November 18th to discuss POCM revisions. His input is useful since he works extensively with the Agency as well as other Government agencies and private corporations [redacted]

25X1 Twenty participants representing all Directorates attended the Leading People in the CIA course, 16-18 November 1988. A large number of these participants were students together in the Managing in the CIA course. This allowed for a sharper focus and a deeper exploration into the material, the students having greater familiarity with each other and with the environment. This was a highly interactive class; they questioned everything; they challenged everything; and they gave the class an overall effectiveness rating of 4.5. Compared to previous LPCIA's, this group needed tighter linkage of issues covered to specific Agency concerns. The question they asked repeatedly was "How does this relate to me?" The staff -- Chairperson [redacted] and Manager-in-the-Classroom [redacted] did a great job on adjusting to this demanding group. [redacted]

#### EDS ACTIVITIES

25X1 The twelve SIS and GS-15 officers and [redacted] EDS, who attended the [redacted] Executive Development Course 17-24 September 1988 held a rendezvous [redacted] at the home of a participant on Saturday, 19 November. Spouses and children joined in "re-living" of experiences and the accomplishment of tasks with a minimum of resources. Roger presented each participant with a set of photos covering the activities of their seven-day program along with an [redacted] certificate. Several commented that the [redacted] experience changed for the better their attitude towards work and their employees. All were enthusiastic about the experience, although some were not thrilled with the morning "dip" into the 50 degree waters [redacted]. The group intends to get together again after the first of the year [redacted].

25X1 [redacted] met with several members of the Facilities Management Group, including its Chief [redacted] to discuss the proposed case study on parking at Headquarters. The problem of parking is surprisingly complex, and may yield a solid DA case study requiring some quantitative analysis. [redacted]

25X1 The Intelligence Issues and Challenges course ended a very successful running Friday, 18 November. There were twenty participants representing all directorates. [redacted] a contractor, presented a new module addressing trends and values in American Society. This occurred during the precourse meeting and set the tone for the course. [redacted] principal chairman of the course, was injured in a fall and was unable to participate in the course. [redacted] took his place [redacted]

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25X1 SUBJECT: LDD Weekly Report [ ]

WORKING WITH PEOPLE ACTIVITIES

25X1 On 16 November 1988 [ ] attended a meeting of Agency coordinators responsible for the OPM sponsored Women's Executive Leadership Program. A separate memo has been forwarded with recommendations. Robert has tentatively scheduled an informal social and information exchange for past WEL Program graduates and the FY-89 participants for 8 February. Robert has also arranged a meeting between Agency coordinators and Ellis Jones, the OPM Program Director, 25X1 for 30 November to discuss some of the issues raised by Agency participants [ ]

One of LDD's initial objectives for the "Working With People" Program was to identify a self assessment instrument that could be used by the target audience--non-managers, technical professional officers--in "Assessing Leadership Potential". It was hoped this assessment instrument would not only provide insight into the individuals leadership potential, but also provide guidance in how to strengthen areas of weakness. As initially conceived this self assessment instrument would be used in conjunction with other self-study materials available in the OTE Learning Centers, and would be available to 25X1 Agency personnel world-wide. On 15 November 1988 [ ] spent the afternoon at Triad Solutions, Inc. (Reston) discussing such a computer program called ACUMEN. Triad Solutions is interested in having OTE try out ACUMEN and are preparing to offer us a test package deal. (NSA also uses ACUMEN as an assessment tool in their management programs.) A separate memo on this topic 25X1 follows [ ]

The "Negotiate To Win" course ran to an audience of 27 on November 16-17. As usual, the results were positive with the students giving the course an overall rating of 4.3 out of 5.0. [ ] a Contracts Officer from OL who 25X1 conducts the Contract Process Course for ITD, attended this running and said the negotiation exercises were valuable and served as practical application for the 25X1 students. [ ]

25X1 On 18 November, [ ] worked with Media Production Branch and 25X1 [ ] of SACTD in filming "The Briefing Blues". In this OTE video 25X1 production, [ ] plays a sympathetic and advice giving husband who helps 25X1 [ ] prepare for a briefing [ ]

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22 November 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

Chief, Intelligence Training Division

25X1 SUBJECT: IT Weekly Report

25X1 2. The second running of the block on Thinking for Writing program was successfully completed. This block, taught by [redacted] of the Analysis Training Branch, focused on getting a paper started on the right track. The training was attended by 14 analysts from several DI offices and from NPIC. [redacted]

25X1 3. Twenty students from the DI, DO, and DS&T completed the 14-18 November running of the Topical Issues Branch's International Economic Issues course with [redacted] serving as course director. The course provides an overview of the principles of international trade and finance, followed by a day each on the industrialized Western economies, the Third World, the centrally planned economies of the socialist bloc, and current issues of global interest, such as international money laundering. Among the more interesting guest lecturers were Allen Lenz of the Chemical Manufacturing Association, who spoke on the U.S. trade deficit and international competitiveness; John Auten of the Treasury Department, who examined the United States' changing role in the world economy; and Elizabeth Dalton, of Treasury's Office of International Debt Policy, who discussed the evolving U.S. policy toward Third World debt and speculated on future prospects for large-scale debtors, such as Mexico. [redacted]

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21 November 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:

Director, Center for the Study of  
Intelligence

SUBJECT: Weekly Report/CSI

5 { Katharine Graham, chairman of the Washington Post Company, spoke to a packed auditorium on 16 November under the auspices of the Agency's Guest Speaker series. Speaking on the topic, "Secrecy and the Press," she made an articulate, nonpolemical case for the media that stimulated a thoughtful discussion in the question-and-answer period. Some excerpts from a subsequent AIM exchange:

Mrs. Graham believes that not all Chief Executives and not all intelligence officers have the highest good of the electorate in mind; Presidents and intelligence officers have similar feelings about the press! The system continues to lumber along, however, and dialogues such as the one yesterday help us all remember our responsibilities, I think. The upside of the situation is that the intelligence community and the Fourth Estate really do have both professional skill and integrity, while the downside is that there are individuals in each group who abuse the power and license granted by the democracy under which they operate.

Mrs. Graham sounds like an experienced professional with a lot of sense.... Many professions [besides the media] are self-regulating (doctors, lawyers, dentists, accountants, etc.) Theoretically at least, they all maintain professional standards through various boards and procedures. WE in the intelligence community are the ones most tightly constrained by external and internal requirements. Therein lies the rub.

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18 November 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (14-25 November 1988)

Where We Are

1. An engineer from the Potomac Satellite company arrived to "finish" installation and fine tuning of the OTE satellite dish. He unfortunately ran into some difficulties and will return on Saturday to complete the job.
2. The videotape duplication backlog has been eliminated and the Audiovisual Section can now provide one-day turnaround service for these requirements. One of the Audiovisual Technicians is on TDY [REDACTED] to assist in the physical survey of the learning center site there.
3. The Visual Aids Section received both Pagemaker and Ventura desktop software programs. [REDACTED] an ISTD contractor, provided the first day of Ventura instruction to VAS staffers.
4. Photographing the recent OCA graduation ceremony, developing floor plans for WOTD, creating vugraphs for the DTE and finishing the learning center logo to use on plastic bags were among the week's major accomplishments.
5. The Television Production Section worked on several different projects. They videotaped BRIEFING BLUES all this week, at C of C, Headquarters, and in a private home. They discussed the script of the KGB OFFICER PROFILE with the client, who said it looked good. Preliminary editing of LTD ORIENTATION began Tuesday. DOMESTIC TRAVEL is in the clients' hands, waiting final disposition.

[REDACTED]

7. C/MPB, C/CBTG, and [REDACTED] discussed the use of videodisk recorders with Fred M. Loveless (sic), Jr., President of Information Technologies Group, Inc. Mr. Loveless' company, which develops custom software, works with different brands of videodisk recorders on a daily basis. He supplied some information about the problems of writing software that works with these recorders. He also confirmed our suspicions that, thus far, no vendor is marketing an easy-to-use authoring language that works with all the videodisk recorders on the market. Our folks also saw several

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interesting IVD applications, including the cartoons that are shown at the Capital Centre during Bullets and Capitals games. C/MPB plans to keep in touch with Mr. Loveless to monitor equipment trends and the work on the authoring language he's developing.

8. I lectured to an especially lively group on economic theory on 14 November.

9. The DDC and C/CBTG met with other members of the ADP Users' Group to discuss FY 89 ADP spending.

25X1 10. C/PEDS and I met with [ ] an FBIS employee who would like to work in OTE. He has a PhD and extensive academic teaching experience.

Where We Are Going

25X1 11. C/PEDS and [ ] attended a 3-day seminar in Alexandria on needs analysis, evaluation, and validation. It turned out not to be very good.

25X1 12. The Learning Center had a request from EEO to offer books and/or videotapes which help people learn how to use sign language. Interestingly enough, this request was followed by a visit to the HQS. Learning Center of a deaf employee (with his interpreter) who wanted to view a videotape giving driving directions [ ]

13. The Television Production Section will shoot additional footage for LTD ORIENTATION next week. The FBI has agreed to cooperate with MPB in the production of CI videotapes by allowing us to obtain surveillance photos, movies, and videotapes from their files.

25X1 14. [ ] and I will be at the Training Directors' Conference at  
25X1 [ ] on 21-22 November.

25X1 15. I will attend [ ] retirement party on 22 November in the  
25X1 EDR. [ ] is already retired [ ]

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21 November 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Training Support Division

SUBJECT: Weekly Report

1. OTE processed 169 requests for external training and 224 requests for internal training for the week of 14-18 November 1988.

2. The CIA Training Selection Board met on 15 November 1988 to discuss nominations from the Directorates for Senior Officers Schools. The board is making its recommendations for approval to the DDCI. Once the approval is received, all of the nominees will be notified of their status.

3. NPIC and FBIS each have sent in hundreds of requests for internal training to get their employees in training throughout the fiscal year. As a result of this overreaction, instead of watching to ensure that the DS&T is not losing out on training, we will need to monitor their dominance in OTE courses.

4. [REDACTED] prepared a briefing book on nominations for the Brookings Institute's Public Policy Conferences for Senior Federal Executives 1989 Series for review and selection by the Chairman, CIA-Training Selection Board.

5. C/ITB met with C/Management Training [REDACTED] and the course directors for Managing and Leading People in CIA [REDACTED] and [REDACTED] to discuss registrations for these courses. We are working toward a more efficient registration process for these courses.

6. Training for TEAMS continues. This week the OTS training Officer received a tutorial session on the TEAMS screens and how to input data. [REDACTED] conducted the training.

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Administration Division Weekly  
14-18 November 1988

Conferencing

25X1 [ ] will be closed 19 December - 7 January for maintenance.

Space

Cost proposal and design are being prepared by OL architect for fit-up of secretarial classroom on the second floor of East Building. C/STB has been working directly with architect.

DC/AD prepared draft memo for EXO signature in response to DDA Management Staff request for OTE requirements for new secure TV distribution system in Original and New Headquarters Buildings.

Miscellaneous

C/AD attended Newsletter Design course on 15 November.

C/Registry attended the Customer Relations Workshop, 15-17 November.

On 14 November, Darlene attended "Working with Difficult People," and on 18 November she attended Office of Personnel's Central Travel Workshop.

Registry

25X1 [ ] DDA/IMO, and [ ] DDA/OIT/IMO, visited the OTE Registry on 15 November to survey for disposition 13 boxes of records received from the airport.

Budget and Finance

DC/B&F spent afternoon of 17 November and morning of 18 November at AHS settling up 10 weeks of OC-A training. The accounting process took approximately 30 hours to review and seven hours to finalize for 32 students. Considering the complexity of the accountings, all went very well.

Security

Gave SCI briefings to two OTE employees.

Visited CIB facility with a representative from Domestic Security Branch/PTAS. Visit prompted by fire officials entering the facility for false alarm.

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**CONFIDENTIAL**Personnel

Promotion recommendations for OTE secretaries were sent forward to the DDA/CMS on 16 November. These recommendations will be combined with recommendations from the other DDA offices for a Directorate-wide panel evaluation.

Katherine has spoken with some summer only employees regarding their return dates for the holiday program. The earliest date they can return is 5 December. (The Summer Only Program office will be sending us a list of our returning Summer Only Employees with their return dates.)

Liz received information for the 1988 Open Season for insurance. She also sent a router to LTD reminding all employees that only those who are US citizens (or naturalized) and staff employees can participate in the open season.

Panel Support

- Completed preparation for the GS-11 Panel scheduled to begin 21 November.
- Forwarded SIFs for the GS-09 LIP Panel scheduled for 5 December and forwarded SIFs and PAR requests for the GS-09 and GS-10 Panel, scheduled for 6-9 December.

Check-outs:TitleOfficeGradeDate

Ops Res

ISTD/CSTB

GSP-11

11/18/88

Rotate Out

TA

IT/ATB

GS-07

11/18/88

Reassign Out

TA

WOTD/OPS

GS-08

11/18/88

Reassign Out

Logistics

Carpet replaced in classrooms 802 and 812. Carpet installed in Guards Lounge.

Tables for NHB classrooms received and stored

Concrete work in parking completed.

Notice published on restripping of garage parking spaces next weekend.

C/AD, C/LOGS, and OL Representative met with Ms. Dana Miller of Dominion Management on 18 November to discuss upgrades to CofC, including elevator lobbies, faucets in restrooms, and repairing leak in garage.

Requested OL to have Dominion Management install speed bumps in student lot to slow speeders cutting through to Fairfax Drive and vice-versa. Speed bumps are to be installed week of 21 November.

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